CANADA URBAN INSTITUTE

Canada-Baltic Municipal Cooperation Program

English translation of the City of Tallinn Tourism Action Plan

OBJECTIVE: To introduce Tallinn as a tourism and transit destination.

RANK NO.: 1

TIME FRAME: within 1 year **EXPENSE:** 2 persons' salaries plus office expenses

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Create a folder about Tallinn with the necessary base of information	Tallinn Tourist Info	Within 1 year and con-tinously	Wider distribution of information, more tourists, better services to tourists and, Being well-informed contributes to more services sold to tourists
2. Send tourist information with every delegation going abroad from Tallinn	Tallinn City Foreign Relations Department	Ditto	
3. Activate Tallinn Tourist Info and connect it with other Estonian tourist info offices	Tallinn Tourist Info	Ditto	
4. Establish an information group whose responsibility would be to assemble tourist materials in a timely manner	Tallinn Tourist Info	Ditto	

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GOAL: **To develop Tallinn's tourism promotion**

OBJECTIVE: To create an image for Tallinn in other counties through ad campaigns

RANK NO.: 2

TIME FRAME:

EXPENSE: accommodations and entertainment expenses
video: about 50,000.00 -EEK

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Communicate with foreign press; invite foreign journalists here	Tallinn City government Press and Information Department	Con-tinously	Raised interest about Tallinn, more potential tourists to Estonia, add to general knowledge
2. Make an advertising-video about Tallinn (and Estonia)	Tallinn City government Press and Information Department	Within 1 year	
3. Develop a logo for Tallinn through a competition	City Government, Dept. of Foreign Relations	Im-mediately	

GOAL: **To develop Tallinn's tourism promotion**

OBJECTIVE: To create a database on Tallinn and Estonia and distribute it throughout the world

RANK NO.: 3

TIME FRAME:

EXPENSE: one-time expense about 80,000.00-EEK, minor monthly expenses

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Provide Tallinn Tourist Info with necessary computer soft-and hardware	Tallinn City government Tallinn Tourist Info	with 1 year	Technical basis for creating and distributing the database information
2. Provide the network (InterNet) server with relevant and timely data relating to Tallinn tourism	Tallinn Tourist Info		

GOAL: **To develop Tallinn's tourism promotion**

OBJECTIVE: "Tallinn This Week" - as a free-to-tourists brochure

RANK NO.: 4

TIME FRAME: **EXPENSE:** Salary for 1 full-time position

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. City to subsidise publication of the brochure with an aim to improving the quality of the information in it, and in several languages	City Economic Department	Within 1 year	Wider distribution of information, high-quality, presentable brochure with advertising, published schedule of cultural/public events

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: Update and modernise traffic information

RANK NO.: 1

TIME FRAME: 1-5 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Announce a competition for the best solution to develop an information system	National Roads and Transport Ministry, Tallinn Transportation Department	Im-mediately	Plan of scheme for and Estonian traffic information system
2. Determine the amount required for developing this system	Estonian Government	Im-mediately after the competi-tion	Established budget
3. Find money for it through: a) gasoline tax b) tourist departure tax	Local Self-Governments	After receiving the money	Information system that meets world standard
4. Add signs (house numbers, street signs), based on a unified standard	local city area governments, Transport Department	Within 1 year	Improved image of the city, better traffic, easier to orient

5. Add signs to major transportation hubs in Estonian as well as English	Transport Department	Within 1 year	around town
6. Add city plans and bus scheduled to all bus stops	City Planning and Transport Departments	Within 1 year	

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To increase wheelchair and stroller access in streets and other public places

RANK NO.: 2/3

TIME FRAME: 1-3 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Establish handicap access regulations	Ministry of Environment	Im-mediately	Basis for design requirements
2. Recommendations and/or suggestions to operators of public establishments to create handicapped access to their businesses	Local Self Government	Im-mediately	Public consciousness and added access for handicapped people
3. Requirement to provide handicap access (inside buildings and on streets).	Local Self Governments and Business Operators	After govern-mental accep-tance and passing of legislation	Ensuring free access to all handicapped people and people with baby strollers
4. Find funds for improvements for the handicapped from gasoline tax and by requiring building and homeowners to comply with legislation, or perhaps a vehicle tax	Local Governments and building developers	Ditto	Ditto

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To more effectively restrict car traffic in the Old Town

RANK NO.: 2/3

TIME FRAME: 1-5 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Better enforcement of paid car access into Old Town	Transport Department Traffic Police	Im-mediately	Fewer cars
2. Broaden pedestrian areas in the Old Town	Transport Department Traffic Police Ministry of Internal Affairs	Im-mediately	Fewer cars
3. Add police on foot-patrol, mounted police or bicycle patrols and make their uniforms distinctive and attractive	Traffic police Ministry of Internal Affairs	Im-mediately	Fewer cars, more attractive

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To repair Tallinn's "gates" -- airport, seaport, rail and bus stations and those placed most frequented by visitors

RANK NO.: 4

TIME FRAME: 1-5 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Evaluate the situation; make an inventory	Tourist Board, Tallinn City Foreign Relations and Tourism Department	Im-mediately	Determine needs
2. List the necessary means and cost	Ditto	After evaluation	Determine required amounts and contracts
3. Determine who will do what	City Government with Estonian Airport, Estonian Aviation Board, Estonia Rail, Tallinn Port, and Ministry of Communication and Roads	After means and costs deter-mined and costs	
4. Find money: each according to their ability to budget	Ditto	After negotia-tions and budget received	Necessary money
5. Implementation			Repaired and safe "gates"

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To repair existing public toilets and build additional ones

RANK NO.: 5

TIME FRAME: 1-3 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Analyse the situation	Tallinn City Maintenance Department, Caretakers Maintenance Department	Im-mediately	Clear assessment of situation
2. Repair all existing WC's	Maintenance Department	After analysis	Elimination of the immediate problem Necessary money
3. Devise a plan for additional WC's; resolve the land issue (where to build)	Planning Department National Tourist Board City Government	After analysis	Additional and well-maintained public WC's
4. Find funds from street vendor tax	Maintenance Department Construction Firms	After project approval	
5. Installation of WC's		After finance allocation	

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To improve the condition of streets (road surface, street lighting, traffic control devices, landscaping, etc.)

TIME FRAME: 5 years **EXPENSE:** **RANK NO:** 6

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Analyse the situation; prioritise need according to tourism aspect	Tallinn City Maintenance Department, Foreign Relations Dept., Transport Dept., Planning Dept., and City Area Governments, the public	Im-mediately	Clear assessment of situation
2. Co-ordinate work schemes for all repairs considering tourism-priorities	City Government National Tourist Board	After analysis	Elimination of the immediate problem
3. Find funds from city budget, tourist tax	City Government	After co-ordination of repairs	Co-ordinated scheme for road construction and repair
4. Systematically review and co-ordinate projects according to available budget and priorities	National Tourist Board City Government	After budget fixed	Necessary money or a portion of it; clear plans for construction

GOAL: **To develop Tallinn's infrastructure**

OBJECTIVE: To improve city parking for cars and tourist buses

TIME FRAME: 1-7 years **EXPENSE:** **RANK NO.:** 7

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Conduct a study to improve parking; make an action plan starting from the gates of Tallinn and places most frequented by tourists.	City Planning and Transport Departments, National Tourist Board	Im-mediately	Parking system action plan
2. Obtain the necessary land for parking lots/structures	City Government	After approval of action plan	Lots and construction contracts
3. Obtain money from city budget and landowners/operators	City Government, landowners, and investors	Ditto	Necessary money
4. Creation of parking areas	City Government Investors	After finding the property and the money	Orderly parking system

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To protect Tallinn's Old Town and raise public consciousness about it

RANK NO.: 1

TIME FRAME: 1-3 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Local campaign to homeowners, publicity about Old Town as a national treasure	Tallinn City Historic Preservation Department City Planning Dept.	Im-mediately	Improved knowledge and raised interest in owners
2. Systematic building inspections	Ditto	Im-mediately	Fewer building violations
3. Rent and tax benefits to those owners who allow the general public to visit their historic home	City Area Governments	Within a year	More sites of interest around Old Town
4. Support to historians and writers/journalists and prizes if they write about our historic heritage	Tallinn City Government	Yearly	Better understanding by Tallinn citizens

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To control construction (restoration) techniques and violators' punishment

RANK NO.: 2

TIME FRAME: 1 year **EXPENSE:** salary for officials

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Raise the level of penalties for illegal and non-conforming construction	National Government	Im-mediately	Because it will be necessary to follow guidelines specified in construction or renovation plans drawn by licensed architects, cultural objects will be better preserved from damage
2. Establish control methods for real estate sales (historic buildings), i.e. legislation about owners' responsibilities	National Government	Im-mediately	
3. Publicise the process and guidelines	City Planning Department and the media	As soon as ready	

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To develop places and activities for children

RANK NO.: 3

TIME FRAME: 1 year **EXPENSE:** organisational and marketing costs (to be borne privately)

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Children's cafés	Private enterprise	Im-mediately	People with children will travel here more willingly and stay longer
2 Play areas in restaurants and department stores	Private enterprise	Im-mediately	
3. Day care with adult supervision	Private enterprise	Ditto	Development of more children's places and more opportunities for parents
4. Give tax benefits to entrepreneurs who provide services for children	National Government	Im-mediately	

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To restore old wooden house neighbourhoods as attractions

RANK NO.: 4

TIME FRAME: 1 3 years **EXPENSE:** organisational expense, owners will bear the real costs

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Decide on the wooden neighbourhoods to be preserved and/or restored	City Planning and Historic Preservation Departments	1-2 years	Owners' understanding and awareness will increase
2. Public campaign to announce their value and advertise them as historic objects, print brochures, folders	Ditto plus historians	2-3 years	More tourism attractions
3. Financial support or loans to owners of these houses, also help in the form of consultation. Control methods for subsidised repairs	National government, City Government to establish a special fund and organisation	2-3 years	Houses will be restored, more tourism attractions
4. Improve design and maintenance regulations (painted facade, clean sidewalks, etc.) and check that they are followed; penalise violators through fines	National Government, City Government	2-3 years	Better image of the city

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To co-ordinate Estonia's cultural events programs (with neighbouring countries)

RANK NO.: 5

TIME FRAME: 1 year **EXPENSE:** organisational and advertising expense

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Publish the cultural events calendar one year in advance; publicise it periodically to give other event organisers' an opportunity to consider and/or co-ordinate with it	Cultural Department	Con-tinously	More tourists will come to Tallinn interested in cultural events if these are well co-ordinated

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To restore Kadriorg regular park and develop other parks

RANK NO.: 6

TIME FRAME: 3-10 years **EXPENSE:** according to the city budget

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Restore Kadriorg park to its former state	Municipal enterprise	2-3 years	An important attraction, will become more complete
2. Around the Bastion area, create a space to exhibit historic artefacts	Project to be ordered by the City, Municipal enterprise, private enterprise, City Government and Developers	2-3 years	An important attraction, will become more interesting
3. Build a marine park around Admiralty harbour; open more coastal areas and shorelines for walking	Ditto	Up to 10 years	Develops a new rec. area close to the port; tourists with children will spend more time in Old Town, area becomes more appealing
4. Restore the children's parks close to Old Town	Ditto	3-5 years	
5. Build urban parks in densely developed business zone			

GOAL: **To develop Tallinn's attractions**

OBJECTIVE: To introduce other attractions and museums in town

RANK NO.: 7

TIME FRAME: 1-3 years **EXPENSE:** organisational and training expenses

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Distribute new folders regularly, add advertising about other attractions, etc. to museums in the city	Info-centre	Con-tinously	Easily obtainable information for tourists
2. Seminars for museum employees; workers must know their subject-area and how to direct the inquiring tourists further	Estonian Museum Organisation	Con-tinously	More and specific information is better
3. Put up stands with introductory information about other attractions around Old Town	City Centre Government	Ditto	Independent tourist will easily find other attractions
4. Informative materials in different languages	By the museums or through their union	Im-mediately	More easily understood and more visitors
5. Inclusion of museums in speciality tour packages	Tourist firms	Ditto	
6. More directional signs and better marking on city maps	City districts with museums	Ditto	

GOAL: **To develop Tallinn's hospitality and services**

OBJECTIVE: To improve safety in the city

RANK NO.: 1

TIME FRAME: immediate **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Educate and train the police force (language skills)	National Government, Ministry of Internal Affairs	Im-mediately/ con-tinuously	Better police force; safer city
2. Foot patrols by police	Ministry of Internal Affairs	Ditto	Ditto
3. Improve street lighting	City Districts Municipal enterprises	Ditto	Ditto
4. Safer transport (taxies), night buses	Taxi Depot, Ministry of Internal Affairs	Ditto	Ditto
5. More public telephones in city streets	Estonian Telephone	Ditto	Ditto
6. Upgrade emergency telephone and operator language skills	Emergency Services	Ditto	Easier access to emergency services

GOAL: **To develop Tallinn's hospitality and services**

OBJECTIVE: To increase the number of info centres in the city and to advertise them, make them better, open a 24-hour telephone line

RANK NO.: 2

TIME FRAME: within 3 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Announce their existence	City Press Department	Im-mediately	Better information
2. Advertise their location (with directional signs)	Info centres together with city district	Im-mediately	
3. Info centres to follow national tourism policy	Sponsor of the centre	Im-mediately	
4. Organise information exchange (between all info centres in Estonia)	All service structures	Im-mediately	

GOAL: **To develop Tallinn's hospitality and services**

OBJECTIVE: To create special themed tour packages according to tourists' demands

RANK NO.: 3

TIME FRAME: within 3 years **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Create and advertise speciality tour packages (city excursions, family programs, specific offers, etc.)	Tourist firms, City Government	Now	More varied services
2. Negotiate production of a "city ticket" to include transportation and attraction entrance fee	Tourist Info, City	Within 3 years	Easier to move around the city

GOAL: **To develop Tallinn's hospitality and services**

OBJECTIVE: To include service, driving, and traffic education in school programs

RANK NO.: 4

TIME FRAME: continuously **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Train service personnel	Speciality unions, firms themselves	Im-mediately/ con-tinuously	Improved traffic, easier to walk, better service
2. Improve traffic	Ministry of Education, police	Ditto	
3. Appropriate education and training in the school system from kindergarten	Ministry of Education	Ditto	

GOAL: **To develop Tallinn's hospitality and services**

OBJECTIVE: To develop tour guides' professionalism and raise knowledge about specific subjects

RANK NO.: 6

TIME FRAME: continuously **EXPENSE:**

ACTION STEPS	BY WHOM	WHEN	RESULTS
1. Education and additional training	Self-paying courses	Im-mediately	Better service and more visitors
2. Skills evaluation/exam of guides	Union of Estonian Guides, Union of Tallinn Guides' Tallinn City Government	Once per year	
3. Develop a methodological Centre	Union of Estonian Guides, Union of Tallinn Guides, Tallinn City Government	Im-mediately	More professional guides